

**EQUAL PAY**  
— FOR —  
**EQUAL WORK**  
MONTANA TASK FORCE

FINAL REPORT | 2020



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Teresa Adams

# Letter from the Governor

Welcome,

All Montanans deserve equal pay for equal work.

That statement is at the core of our longstanding values in Montana. In 1919, our state Legislature passed our state's equal pay law – 44 years before President John F. Kennedy signed the first federal equal pay law, the Equal Pay Act of 1963. Yet here in Montana women still earn less than their male coworkers.

When I took office as Governor in 2013, Montana women earned 68.4 percent of the median earnings of their male colleagues. Women of color face even greater pay discrepancies; First Nations women make 58 percent less than men. That is not acceptable. All Montanans, regardless of race or gender, should have equal opportunity to thrive and prosper.

Working families are my priority as Governor.

Households with two earners or a woman as the primary breadwinner have become increasingly common since 1919. When we fight for equal pay, we fight for more money in the pockets of Montana's hardworking families. And what's good for our families is good for our economy: that money is dispersed throughout Montana's economy, creating better jobs and more economic opportunity.

And so less than a year into my administration, I launched the Equal Pay for Equal Work Montana Task Force. The task force has taken steps to narrow the gender wage gap through wage negotiation trainings, business outreach, and championing policies that support wage equality. I am happy to report that the pay gap has narrowed to 73.2 percent in 2020. Through their dedicated efforts, Montana's families enjoy more financial security and opportunity than in 2013. This report contains a round-up of those efforts, testimonials from Montana women, and introductions to the task force members who helped make it happen.

While we can still make strides toward a more equitable future, we can be proud of our accomplishments

Sincerely,



STEVE BULLOCK  
Governor



**STATE OF MONTANA  
OFFICE OF THE GOVERNOR  
EXECUTIVE ORDER No. 7-2020**

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**EXECUTIVE ORDER CONTINUING THE EQUAL PAY  
FOR EQUAL WORK TASK FORCE**

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**WHEREAS**, Montana women are an essential part of Montana's economy;

**WHEREAS**, women earn 73.2 percent of men's median earnings in Montana;

**WHEREAS**, Montana women are grossly underrepresented in high-paying fields traditionally dominated by male workers;

**WHEREAS**, institutional and cultural barriers have been identified as factors that contribute to the wage gap in Montana and the country as a whole;

**WHEREAS**, narrowing the wage gap for Montana women will boost their earning potential, strengthen Montana working families and protect them from poverty, and open opportunities for a whole new generation of women in the workforce;

**WHEREAS**, it is the duty of the Governor of the State of Montana to support and foster economic growth in Montana; and

**WHEREAS**, it is appropriate and beneficial to continue the Governor's Equal Pay for Equal Work Task Force ("Task Force").

**NOW, THEREFORE, I, STEVE BULLOCK**, Governor of the State of Montana, by the authority vested in me under the Constitution and the laws of the State of Montana, do hereby continue the Governor's Equal Pay for Equal Work Task Force.

**PURPOSE**

The purpose of the Task Force is to promote resources, educate and support Montana businesses as they work to address Montana's pay gap. The Task Force will gather information, furnish advice, and provide the Governor recommendations on policies and actions to ensure that Montana workers earn equal pay for equal work, regardless of gender, so that Montana becomes an equal pay leader state that sets national standards for public-private policy partnerships on closing the wage gap.

## **DUTIES**

1. Review and disseminate solutions to the magnitude, causes, and consequences of the wage gap in Montana by age, sector, education level, and location.
2. Promote education and training opportunities for businesses and women to:
  - a. address any real pay gaps by committing to audits and incremental improvements to end pay disparity;
  - b. incorporate best practices for workforce retention through inclusive programs;
  - c. provide support to women and families to fully participate in the workforce in meaningful and practical ways; and
  - d. receive training, professional development, and promotional opportunities.
3. Research, inquire, study, and provide the State of Montana with strategic solutions to address the intersecting concerns of the wage gap with imminent workforce shortages, and support businesses that support women and families in their pursuits of supportive work environments, flexible schedules, family leave, entrepreneurial opportunities, and any other means to equal pay.

## **COMPOSITION AND ORGANIZATION**

1. The Task Force members shall be appointed by and serve at the pleasure of the Governor.
2. The Governor shall appoint the Director of the Department of Commerce and the Commissioner of Labor and Industry to co-chair this Task Force.
3. The Task Force shall be comprised of 8-15 members, representing broad geographic areas.
4. The Task Force members may be appointed from the following categories:
  - a. business;
  - b. non-profit;
  - c. labor/workers;
  - d. higher education;
  - e. state agency directors or their designees;
  - f. economic development;
  - g. tribal officials; and
  - h. elected officials.
5. The Task Force may establish procedural bylaws to aid it in the performance of its duties.
6. The Task Force may establish subcommittees comprised of members of the Committee to aid it in the performance of its duties.
7. The Task Force is attached to the Department of Commerce for administrative purposes. The Director of the Department of Commerce shall enlist staff to aid the Task Force.

8. The Task Force may request consultation, information, and technical expertise from Directors or their designees of state agencies, including but not limited to, the members of the Montana legislature, the Department of Labor and Industry, the Department of Administration, the Department of Commerce, the Department of Public Health and Human Services, the Office of the Commissioner of Higher Education, the Office of Public Instruction, and the Board of Public Education, regarding equal opportunity policies and initiatives, educational opportunities to promote women in the workforce, institutional barriers to equal pay for equal work, and other relevant issues.
9. The Task Force may request comments, information, and technical expertise from such other sources as it deems necessary, including universities, federal agencies, and members of the public.

### COMPENSATION


Council members shall be eligible for compensation under section 2-15-122(5) MCA, and shall be compensated in an amount to be determined by the Director of the Department of Commerce, but only for each day in which the member is actually and necessarily engaged in the performance of Task Force duties. All Task Force members shall be reimbursed for travel expenses pursuant to section 2-15-122(5), MCA.

### DURATION

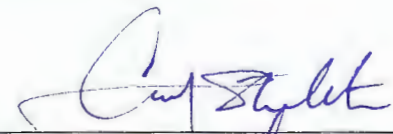
This Order is effective retroactively to April 10, 2020, and the Task Force shall expire or be renewed by April 1, 2022.



GIVEN under my hand and the GREAT SEAL of  
the State of Montana this 26<sup>th</sup> day of  
August 2020.

  
\_\_\_\_\_  
STEVE BULLOCK, Governor

ATTEST:

  
\_\_\_\_\_  
COREY STAPLETON, Secretary of State



# 2020 Task Force

CO-CHAIR TARA RICE  
Montana Department of Commerce Director

CO-CHAIR BRENDA NORDLUND  
Montana Department of Labor & Industry  
Commissioner

JAMIE PALAGI  
Montana Department of Public Health & Human  
Services  
Helena, MT

JEN EUELL  
Director, Women's Foundation of Montana  
Missoula, MT

REPRESENTATIVE LAURIE BISHOP  
Livingston, MT

SENATOR DIANE SANDS  
Missoula, MT

PADDY FLEMING  
Director, Montana Manufacturing Extension Center  
Bozeman, MT

CAROLE LANKFORD  
Councilmember, Confederated Salish & Kootenai Tribes  
Ronan, MT

TRACY MCINTYRE  
Executive Director, Montana Cooperative Development  
Center  
Great Falls, MT

KELLY WEBSTER  
Chief of Staff, University of Montana  
Missoula, MT

LAUREN CALDWELL  
Montana Federation of Public Employees, Political  
Director & Student Program Coordinator  
Helena, MT

JEN PERRY  
Jelt Belt, Owner  
Bozeman, MT

LILLY CORNING  
Corning Companies, Real Estate Developer  
Billings, MT

JOHN CUMMINGS  
Anderson ZurMuehlen & Co., Human Resources  
Director  
Helena, MT

## Notes from the Equal Pay for Equal Work Montana Task Force Founding Co-Chairs



**SHEILA HOGAN, FOUNDING CO-CHAIR**

*"We know that the fight for equal pay happens every single day here in Montana and across the country. I am proud of the work we've done on the Equal Pay Task Force. We have fought hard for legislation, to educate our communities, and to empower women as they navigate the workplace at all stages of life—from a young woman negotiating her first salary to a mother well into her career committed to securing long-term financial security for herself and her children."*

*I remember one Saturday when I was meeting with businesses in Helena and asking them to display window stickers that read "Equal Pay MT" to show their support for the Equal Pay Pledge. Every sticker (still in those shop windows, I might add) is an opportunity—that a little girl or boy will see it while walking in the store and ask, "What's that?" And the discussion will continue with new advocates and new ideas as we keep fighting for equal pay in Montana."*



## PAM BUCY, FOUNDING CO-CHAIRPERSON



*"I have been so lucky throughout my life and career. I have been given unlimited opportunities, support and responsibility which have allowed me to grow both personally and professionally. When I began my work as Governor Bullock's Commissioner of Labor, women earned 68.4 of their male coworkers. I was of course, dismayed by this fact. I desperately wanted to address this problem. Fortunately, Governor Bullock and many of my fellow cabinet members, colleagues, and citizens were also just as committed to addressing this pressing economic issue. To his credit, Governor Bullock made this a top priority for his administration. Governor Bullock assembled a group of capable, competent, and passionate individuals to study and make recommendations – The Equal Pay for Equal Work Task Force.*



*The Task Force did precisely that. They gathered data. The data demonstrated that this issue was complicated. It was the result of both individual choices and systemic bias. The data was presented to diverse groups of Montanans, and they acted. Initiatives launched and ongoing include:*

- *The Montana Higher Education system formalized training programs to teach young women how to negotiate salaries so they started out on an equal footing with their male colleagues.*
- *This program was adopted and trainings were provided by other non-profits and state and local government entities.*
- *State and local government began conducting payroll audits to review impacts of human resource, payroll, and classification policies on pay equity. Important information was discovered and changes in policy ensued.*
- *Outreach to Montana businesses to provide education and incentive to review their internal policies.*
- *State contracting incentives were employed to encourage businesses to review their human resource policies.*
- *Legislation on paycheck transparency was presented to the Montana Legislature.*
- *Career guidance presentations for young people added information about the wage gap.*

*Today the wage gap has narrowed to 73.2 workers. Real progress. While Governor Bullock and the Task Force can't take all the credit, their work made a difference. I am so proud to have played a small part. I am also so proud to have been a part of an administration that made this important issue a priority because equal pay puts more money in the pockets of Montana families. That money is spent on every Main Street across Montana. It's not only a gender issue – it is a simple economic one."*



# About the Gender Wage Gap

## BARB WAGNER, CHIEF ECONOMIST, MONTANA DEPARTMENT OF LABOR & INDUSTRY

According to the 2018 American Community Survey, Montana women earn median wages of \$25,666 annually, roughly 73.2 percent of men's median wages of \$35,068. This difference is typically referred to as the "raw" wage gap, meaning that it is the gender wage gap before adjustments for hours worked, occupational choice, educational attainment, and other factors that influence wage earnings. The gender pay gap does not just affect Montana women. Roughly 70 percent of Montana households with children under 18 rely on a working mom to help support the family.

There are some factors that help explain why the wage gap exists, although gender bias plays a role in each of these explanatory factors. One of the largest differences between male and female workers is that women are more likely to work part-time in their paid positions. According to the 2019 American Time Use Survey, employed males spend an average of 6.7 hours per day working, while employed women spend an average of 5.7 hours in paid work. Women typically spend this additional hour doing unpaid family and household work. When comparing median wages for full-time, year-round workers only (thus removing the influence of hours worked), the median earnings of Montana women are still 76 percent of their male counterparts.

Women also tend to work in lower-paying occupations, with roughly one-third of women working in lower-paid service and office occupations. While lower-paid occupations help to partially explain the gender pay gap, the predominance of women in lower-paid occupations is also evidence of discrimination. Research suggests women are 9 percent less likely than an equally qualified man to be offered a job among low-wage jobs, but that disparity increases to women being 50 percent less likely than an equally qualified male among high wage jobs. Further, women earn median wages at or above males in less than 3 percent of occupations, meaning that there are very few occupational choices a woman can choose that would lead to equal wages with her male counterparts.

Since the creation of Governor Steve Bullock's Equal Pay for Equal Work Task Force, the gender pay gap has narrowed in Montana. In 2013, the median earnings of Montana women working were 68.4 percent of Montana men's median earnings. After several years of raising awareness about this issue and dedicated efforts by Montana employers, the median earnings of Montana women have improved up to 73.2 percent of Montana men.

Montana workers, employers, and families have all responded positively to the information provided by the Equal Pay for Equal Work Task Force, making changes in their pay and bonus structures to address inequities. Improving awareness has made a difference, but other policy changes such as paid family leave and paycheck transparency may also be effective in further reducing the gender wage gap.

1. American Community Survey 1-Year Estimates, 2018.

2. Gobillon, Meurs, and Roux. 2015. Journal of Labor Economics, V33 n2.

3. U.S. Department of Labor, Women's Bureau, 2019 Data Book. Employment and Earnings by Occupation.

4. American Community Survey 1-Year estimates.

# Accomplishments of the Equal Pay for Equal Work Montana Task Force, 2013-2020

Governor Steve Bullock's Equal Pay for Equal Work Task Force was established in June 2013 to gather information, furnish advice, and provide the governor with recommendations on policies and actions to ensure that Montana workers earn equal pay for equal work, regardless of gender, so that Montana becomes an equal pay leader that sets national standards for public-private policy partnerships on closing the wage gap.

## 2014

Believing that the State of Montana should lead by example, the Task Force launched several initiatives within state government in 2014. The Department of Administration conducted a pay audit of state employees to assess the state of pay equity in state government; while this audit found greater gender equity for state employees than in the private sector, the audit found there were significant numbers of female employees who are underemployed. Montana State Human Resources staff trained the Governor's Cabinet to recognize and overcome unconscious gender bias at the 2014 Managing Montana Conference.

Later in 2014, The Task Force held its first Equal Pay Summit in Bozeman. Almost 300 attendees experienced Lilly Ledbetter's keynote speech, as well as enriching panels from more than 50 Montana business leaders that covered topics like leadership, business, and STEM careers. The Montana Department of Labor and Industry trained more than 40 people employed at Job Service offices, state agencies, and community non-profits to provide Wage\$mart wage negotiation trainings.

## 2015

During the 2015 legislative session, the Equal Pay for Equal Work Task Force sought to promote wage equality and support the economic welfare of women. The Task Force proposed HB 306, sponsored by Representative Jenny Eck, to remove limits on unemployment benefits that create obstacles for survivors of domestic abuse, sexual assault, and stalking. HB 306 successfully passed and was signed by Governor Steve Bullock.

Later that year, the Task Force won a competitive national grant to study paid family leave. This grant funded three reports that culminated in a model policy proposal prepared by the Montana Budget and Policy Center and two surveys — a business survey conducted by the Department of Labor & Industry and a public opinion poll conducted by Lake Research Partners. As a result of that study and the 2014 audit of state government pay policies, the Department of Administration amended state contract language in May 2015 to require contractors to comply with the Equal Pay Act of 1963. This contract is used by the state agencies for the purchase of goods and services.



In 2015 the second Equal Pay Summit was held in Butte, featuring Meredith Walker from Amy Poehler's Smart Girls at the Party organization. The second Summit focused on the importance of promoting women in STEM careers.

Building on the success of the first Equal Pay Summit, the 2015 Summit again brought together people from private and public sectors putting a spotlight on the gender wage gap in Montana.

## 2016

In 2016, a follow-up to the 2014 state government pay audit identified positive improvement and continuing recommendations. State Human Resources released a "Self-Audit Pay Primer" for Montana employers after identifying the need among public and private sector employers. That year's Equal Pay Summit featured Jen Welter, the first woman to coach in the NFL. In addition, the summit expanded opportunities for wage negotiation trainings.



## 2017

As the Montana State Legislature meets biennially, 2017 brought more opportunities to secure wage equality through legislative action. The Task Force proposed SB 217 to provide paycheck protection, enabling pay transparency. Although SB 217 was tabled in the Business, Labor, and Economic Affairs committee, similar bills pushing for pay transparency would be proposed again in subsequent legislative sessions.

Throughout 2017, state agencies across Montana performed outreach to college and university women to facilitate entering fields where they are underrepresented, and released a mentoring fact sheet for leaders and mentors throughout state government. The Task Force, along with Governor Steve Bullock and Lieutenant Governor Mike Cooney, drew attention to wage equality by hosting a cookie sale where women paid \$.73 and men paid \$1.00, illustrating the wage disparity in Montana.



## 2018

Five years after launching the Equal Pay for Equal Work Taskforce, Governor Steve Bullock on National Equal Pay Day 2018 renewed his charge to close Montana's gender wage gap. Bullock unveiled a new Executive Order promoting equal pay while speaking at a Montana business that prioritizes workplace transparency. The Task Force honored Anderson ZurMuehlen, a Montana accounting and professional services firm, for its work in developing workplace policies that support families. The company signed Montana's Equal Pay for Equal Work pledge and implemented flexible scheduling, updated its parental leave policy, and created a transparent process that allows staff to progress into shareholder roles. Sixty-three percent of Anderson ZurMuehlen's shareholders are women.

*"Here at Anderson ZurMuehlen we have found our efforts to provide transparency in our compensation practices to be integral to our ability to recruit and retain the best and brightest students from the Montana University Systems."*

**John Cummings, Anderson ZurMuehlen Human Resources Director**



*“The Equal Pay for Equal Work Task Force caused many businesses in Montana to take a very detailed look at their employee compensation and address the issues that were revealed. I hope the lasting legacy will be that business in Montana will analyze their employee pay on an annual basis and make appropriate adjustments and that businesses in Montana will make it as easy as possible for women to work by providing flexible scheduling and child care options.”*

**Paddy Fleming, Director, Montana Manufacturing Extension Center and Task Force member**



## 2019

Community business partnerships are key to the ongoing success of wage equality efforts in Montana. In honor of Equal Pay Day 2019, 13 breweries across the state offered an “UnHappy Hour” discount. The Task Force also marked the day by hosting a press conference with Governor Bullock where the governor issued a statewide proclamation to recognize and raise awareness of the gender wage gap in Montana.

The Task Force continued its commitment to pay equity progress in state law through legislative efforts. Task Force members and staff provided testimony in support of HB 208, a paid family leave bill, and HB 547, a paycheck transparency bill. Though both bills ultimately

failed, each gained more support than in previous sessions. In fact, the Task Force’s paycheck transparency bill, which would simply protect employees from retaliation for talking about their wages, was passed out of a House committee and was approved by the full House of Representatives. The measure later failed in the Senate. At the same time, Task Force staff expanded their reach to more corners of the state with a free Wage Negotiation Webinar and a Mobile Outreach Tour.

To celebrate the 99th anniversary of the ratification of the 19th Amendment, the Task Force hosted a free showing of “Iron Jawed Angels” at the Roxy Theatre with Lt. Governor Cooney, Jen Euell of Women’s Foundation of Montana, and area Task Force members; MontPIRG volunteers registered voters at this event.



## 2020

In honor of Equal Pay Day 2020, the Task Force showcased the inspirational stories of four trailblazing Montana women succeeding in male-dominated industries at the Equal Pay Day Art Exhibit. The interactive exhibit encouraged viewers to scan a QR code with their smart phone to hear each woman's story in her own words. To represent the 73.2 percent wage gap, 27 percent of each portrait was removed and left as white space. The exhibit was on display at 25 locations in 15 cities across the state. The project transitioned to an online experience to ensure accessibility during the COVID-19 pandemic.



In a unique partnership, the Task Force collaborated with Montana University System campuses for a statewide “next generation of equal pay” poster contest. Students created original art work expressing the importance of equal pay for equal work by showing how the last century has shaped women's roles in the workforce and/or articulate a vision for the next century of progress. Men and women on five college campuses representing seven different majors of study participated. Taylor Tyson, a Junior at Carroll College majoring in History, was chosen as the grand prize winner for her hand-painted submission styled as a vintage propaganda poster honoring women of color and the time in which the 19th Amendment was ratified.

A persistent barrier to wage equity is that woman are held back in their career progression due to the lack of available or affordable quality childcare. The Task Force partnered with Zero to Five Montana, a statewide non-profit advocating for policy and community based child care resources, to host a free informational webinar for employers struggling to bring employees back to work due to childcare challenges exacerbated by COVID-19. The event featured speakers leading the way in telework and flexible scheduling best practices.



On Women's Equality Day and the centennial anniversary of the ratification of the 19th Amendment, Governor Bullock renewed his commitment to eliminating the gender wage gap in Montana by extending his Equal Pay for Equal Work Task Force executive order for another two years.

At a press event held at the Women's Mural in downtown Helena, Commerce Director and Task Force Co-Chair Tara Rice, Lieutenant Governor Cooney, and Governor Bullock welcomed new members to the Task Force and thanked longstanding members for their commitment to fighting for an economy that works for all Montanans.

*“The Equal Pay for Equal Work Task Force brings together leaders from across the state to work together to tackle the historic challenge of the gender wage gap. The women and men who serve on this Task Force are committed to a more equitable future for Montana. I would like to thank all Task Force members and staff for their service. Working alongside them has been an honor.”*

**Tara Rice, Montana Department of Commerce Director and EPEW Task Force Co-Chair**

## Call to Action

Dear Reader,

You are likely reading this report because, like me, you value Montana’s working families, our state economy, and gender equality. Equal pay not only supports our working families, it’s also good for business: research shows that employees work harder when there’s paycheck transparency and businesses gain a competitive advantage in the hiring market by ensuring pay equity. We also know that good family leave policies reduce costly turnover and improve productivity.

While I am pleased with the work of this Task Force bridging the pay gap by almost five percent over eight years, there’s more we can do. The following Action Appendix contains resources and partners to help you and your organization advance equal pay in the Big Sky State.

Montanans can’t afford anything less than a fair wage for a hard day’s work. Thank you for working with me toward an economy that works for all Montanans.

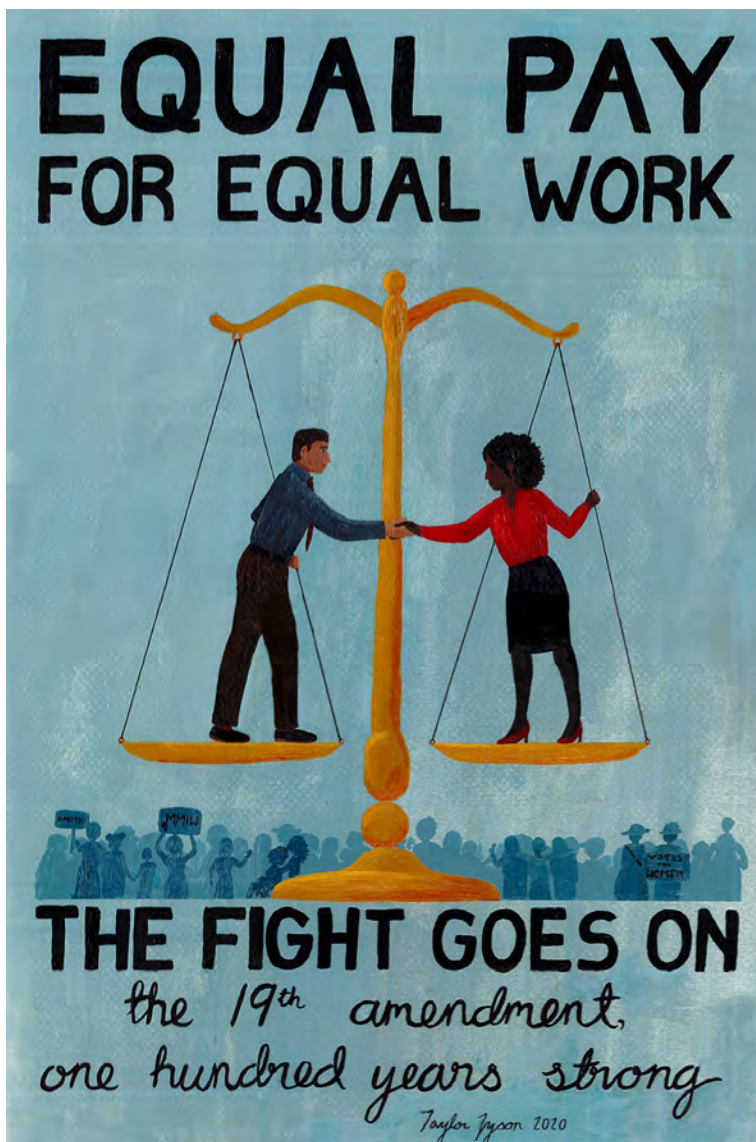
Sincerely,



STEVE BULLOCK  
Governor

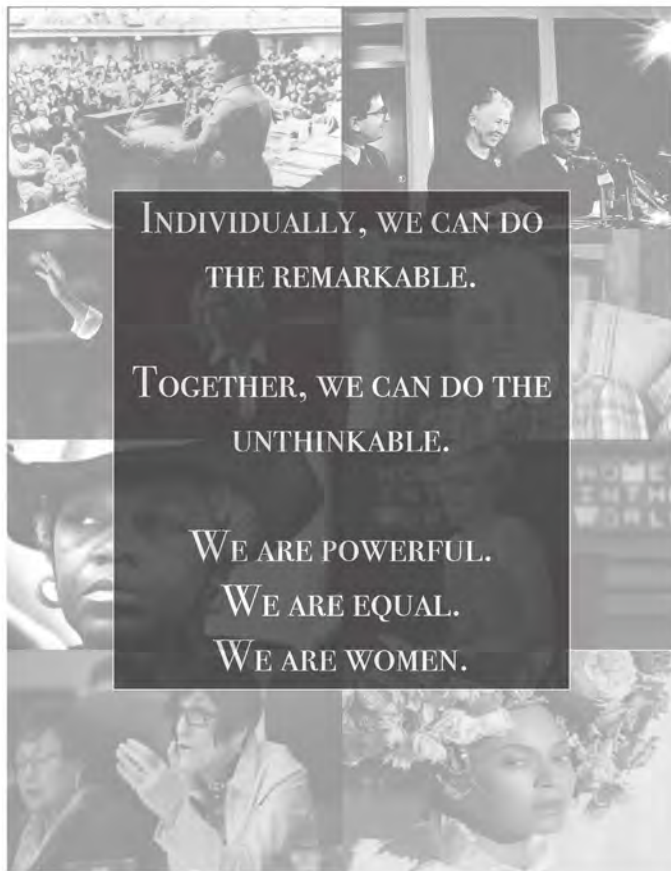
# Poster Contest

In a unique partnership, the Task Force collaborated with Montana University System campuses for a statewide “next generation of equal pay” poster contest. Students created original art work expressing the importance of equal pay for equal work by showing how the last century has shaped women’s roles in the workforce and/or articulate a vision for the next century of progress. Men and women on five college campuses representing seven different majors of study participated. Taylor Tyson, a Junior at Carroll College majoring in History, was chosen as the grand prize winner for her hand- painted submission styled as a vintage propaganda poster honoring women of color and the time in which the 19th Amendment was ratified.

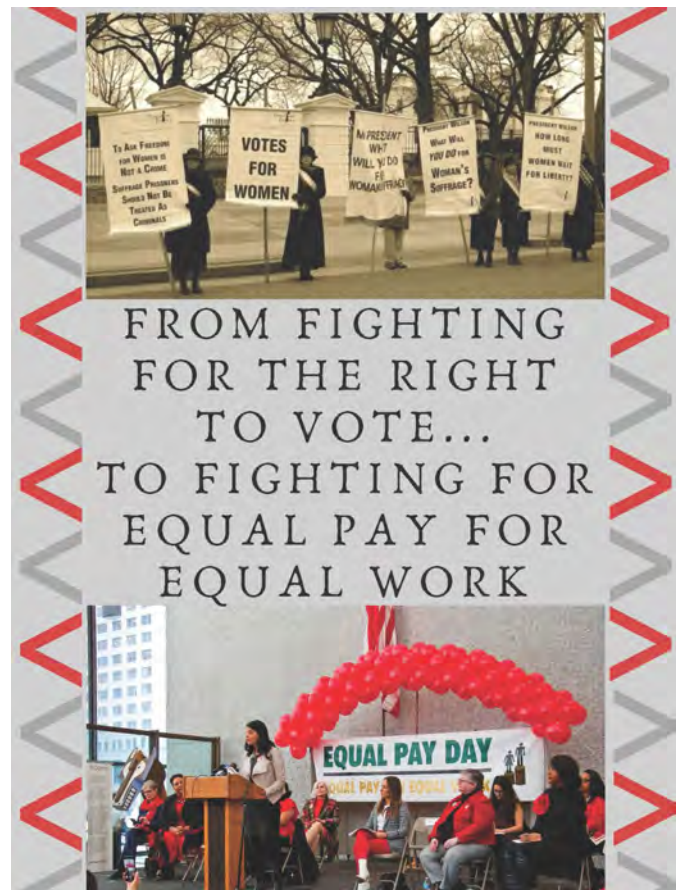


**1st Place:**  
**Taylor Tyson,**  
**Carroll College (Junior)**





**2nd Place:**  
**Mikayla Mueller,**  
**Gallatin College (Freshman)**



**3rd Place:**  
**Bailey Kufeild,**  
**UM Missoula (Junior)**

# Action Appendix: How to Close the Gap

While the gender wage gap is complex and can be an intimidating challenge to confront, there are tangible actions anyone can take today to start moving the dial toward equity. In this action appendix we will outline recommendations for individuals, employers, and elected officials which build on the foundation laid by the Task Force and will keep Montana moving toward an economic system that works for all.

## INDIVIDUALS:

The wage gap is a widespread problem that women cannot simply choose to avoid, but a person can make choices to increase their earning potential. Choosing a college major carefully and wage negotiations are two areas in which an individual has some control and can limit the effects of the wage gap on their personal earnings.

### COLLEGE CAREER PATH/STEM

Research tells us that the gender wage gap can start to impact women as early as just one year after college. Not surprisingly, students who graduate in female dominated majors, like education and social sciences, usually get jobs that are paid less than male dominated majors like science and engineering. In recent years, we have seen much progress made to encourage women at a young age to pursue interests in STEM (science, technology, engineering, mathematics) activities. Having more women in STEM education areas would decrease occupational segregation and reduce the gender wage gap.

To find out more about the earnings of men and women one year after college graduation, consider reading the American Association of University Women report 'Graduating to a Pay Gap'.

STEM mentorship information and opportunities can be found in the resource guide.

### WAGE NEGOTIATION

Until fair pay practices are standard, women should learn effective wage negotiation strategies. Studies show that women are far less likely to negotiate for higher pay compared to male counterparts, which often results in significantly lower pay and a decrease in lifetime earning potential. Luckily, there are a wide variety of resources available for virtual and in-person wage negotiation trainings throughout the State of Montana which can be found in the resource guide.

The Equal Pay for Equal Work Task Force has developed a 20-minute wage negotiation webinar specifically for women in Montana which can be found online at [EQUALPAY.MT.GOV](https://equalpay.mt.gov).



## EMPLOYERS:

Fair pay practices are not just the right thing to do, they are good for business. Research consistently shows that employers who have fair compensation practices are likely to avoid costly employee turnover, expensive litigation, and damaged reputations. Another area where employers can improve their bottom line and create a positive workplace, is by implementing child-care solutions to support the workforce.

## EMPLOYER BEST PRACTICES

Competitive fair pay is critical for recruiting and retaining a diverse workforce and high-quality performers. Because there are fewer people entering the workforce than there are workers from the baby boomer era retiring, Montana can expect to experience an employee shortage. This shortage will force employers to compete for a limited supply of workers and fair pay practices will be more important than ever for attracting a workforce.

Employer best practices begin with fair hiring policies, this includes setting wages based on standardized titles which eliminates salary negotiations and 'blind' resume review processes to reduce unconscious bias.

A printable guide to equitable employer hiring practices created by the Equal Pay for Equal Task Force is available at [EQUALPAY.MT.GOV](https://equalpay.mt.gov).

Additional employer resources can be found in the resource guide.

## EMPLOYER CHILD-CARE SOLUTIONS

Now more than ever before, childcare can be a barrier for the workforce. In a 2019 Montana Department of Labor and Industry report by senior economist Amy Watson, “there is no area in Montana where child care capacity meets potential demand” and “increasing access to affordable childcare would allow thousands of Montanans to engage more fully in the state’s labor market—particularly mothers of young children.” To meet demand and access a quality workforce, employers can offer child care solutions such as implementing flexible work schedules, telework opportunities, onsite child care and more.

Zero to Five Montana is the state’s leading resource in childcare solutions, you can find their information and related programs in the resource guide.





## ELECTED OFFICIALS:

From Mayors to Senators, elected officials at every level of government play an important role in eliminating the wage gap in Montana. As representatives of the people, it is their job to enact policies and legislation that addresses systematic and institutional barriers perpetuating economic inequalities. Implementing paycheck transparency, paid family leave, and local government resolutions will bring our state closer to closing the gap and will be one of our greatest accomplishments.

## PAYCHECK TRANSPARENCY

Paycheck transparency addresses gender wage inequity by allowing greater wage transparency, thus allowing employers and workers to self-enforce against potential pay discrimination. Paycheck transparency laws often prevent employers from seeking past wages, protect employees from employer retaliation for discussing compensation and can require employers to make public employee salary ranges and/or specific salaries. Not only does the paycheck transparency promotes free speech and fair pay, research suggests pay transparency improves worker productivity.

The Equal Pay for Equal Work Montana Task Force introduced several bills aimed at paycheck transparency between 2013-2019. To date, none have passed in Montana.

## PAID FAMILY LEAVE

Labor force participation increases with paid family leave, increasing Montana's worker supply. Increasing the supply of workers is critically important during periods of tight labor markets and low unemployment rates. Paid family leave keeps more workers out of poverty, reduces bankruptcies, improves foreclosure rates, and reduces the likelihood of mothers needing public assistance. Research from the Institute for Women's Policy shows increased access to paid family leave for men can reduce the gender wage gap by increasing women's wages in the short-run and increasing men's share of household duties in the long-run. Paid family leave increases job attachment, and allows the worker to continue essential work functions, to retain skills, and to provide advice and technical support for replacement workers at a minimal cost to employers.

## LOCAL GOVERNMENT

In addition to federal and state legislation, valuable changes can happen at the city-county level as well. In 2015 the City of Bozeman approved Resolution 4601, formalizing policies addressing equal pay for equal work in the City of Bozeman, including but not limited to, expanding data collection, utilizing best practices, and commemorating Equal Pay Day. Similar resolutions can be requested by constituents and passed by commissions in communities around the state to spotlight disparities and narrow the wage gap and other workplace inequities. This is not only to financially benefit women, but also to increase economic security for their families and contribute to the state economy.

The City of Bozeman's Resolution 4601 is available in the resource guide.

# Task Force Members

Craig Anderson, 12/26/14-11/1/16 | Glendive

Laurie Bishop, 4/10/18-4/1/22 | Livingston

Seth Bodnar, 4/10/18-4/1/20 | Missoula

Renelle Braaten, 4/10/18-4/1/20 | Havre

Clarena Brockie, 12/26/14-11/1/16 | Harlem

Pam Bucy, 6/13/13-11/1/14; 12/26/14-4/10/18  
| Helena

Lauren Caldwell, 8/26/20-22 | Helena

Lilly Corning, 4/26/20-22 | Billings

Waded Cruzado, 8/23/13-11/1/14; 12/16/14-11/1/16 |  
Bozeman

John Cummings, 8/26/20-22 | Helena

Jennifer Euell, 8/23/13-11/1/14; 12/26/14-11/1/16;  
4/10/18- 4/1/20; 8/26/20-22 | Florence

Paddy Fleming, 4/10/18-4/1/20; 8/26/20-2022 |  
Bozeman

Barry Good, 8/23/13-11/1/14 | Missoula

Aimee Grmoljez, 8/23/13-11/1/14; 12/26/14-11/1/16;  
4/10/18-4/1/20 | Helena

Thomas Hanel, 8/23/13-11/1/14 | Billings

K'Lynn Sloan Harris, 12/26/14-11/1/16 | Helena

Pam Haxby-Cote, 12/26/14-11/1/16; 4/10/18-4/1/20 |  
Butte

Jacquie Helt, 8/23/13-11/1/14; 12/26/14-11/1/16;  
4/10/18-4/1/20 | Helena

Sheila Hogan, 6/13/13-11/1/14; 12/26/14-11/1/16;  
4/20/18-4/1/20 | Helena

Galen Hollenbaugh, 4/10/18-4/1/20 | Helena

Jane Karas, 7/22/16- 11/1/16 | Kalispell

Stacy Klippenstein, 12/26/14-11/1/16 | Miles City

Carol Kruger, 4/10/18-4/1/20 | Great Falls

Carole Lankford, 4/10/18-4/1/20; 8/26/20-22 | Ronan

Deborah Larson, 8/23/13-11/1/14; 12/26/14-4/10/18 |  
Bozeman

Tom Lopach, 1/1/20-8/1/20 | Helena

Gene Mim Mack, 12/26/14- 11/1/16 | Stevensville

Tracy McIntyre, 4/10/18-4/1/20; 8/26/20-22 | Eureka

Brenda Nordlund, 3/3/20-8/1/20; 8/26/20-22 | Helena

Jamie Palagi, 8/26/20-22 | Helena

Jen Perry, 8/26/20-22 | Bozeman

Joseph Purcell, 4/10/18-4/1/20 | Hardin

Tara Rice, 5/31/19-4/1/20; 8/26/20-22 | Helena

Kim Rickard-Smeltzer, 8/23/13-11/1/14; 12/26/14-  
11/1/16 | Townsend

Diane Sands, 7/22/16-11/1/16; 4/10/18-4/1/20;  
8/26/20-22 | Missoula

Melanie Schwarz, 4/10/18-4/1/20 | Billings

Amy Stiffarm, 8/23/13-11/1/14 | Ronan

Barbara Stiffarm, 8/23/13-11/1/16 | Havre

Kelly Webster, 8/26/20-22 | Missoula

Scott Wilson, 8/23/13-11/1/14; 12/26/14-4/10/18 |  
Bozeman

Erik Wood, 4/10/18-4/1/20 | Big Timber

Susan Wolff, 5/31/19- 4/1/20 | Great Falls

# Action Appendix: Partners & Resource Guide

## PARTNERS

### WOMEN'S FOUNDATION OF MONTANA

The Women's Foundation of Montana works to increase the number of women in leadership by supporting leadership programs, as well as hosting our own PowerHouse Montana initiative in support of Women's leadership and entrepreneurship.

We believe increasing philanthropy to support the women of Montana benefits us all.

The Foundation promotes economic independence through advocacy, research, and education. Our research, such as the Status of Women in Montana Report, identifies the needs of Montana's women and girls to inform grant making and provide philanthropists with tools they need to impact social change. We provide data that informs policymakers and nonprofits serving women and girls in Montana and raises the profile of women's challenges, inspiring public discourse and ultimately creating solutions.

The Foundation also invests in nonprofits across the state by providing grants in support of systemic change, financial education, women's entrepreneurship, and STEM (Science, Technology, Engineering, and Math) programming and opportunities.

Find out more at: [wfmontana.org](http://wfmontana.org)

*"Governor Bullock's Equal Pay for Equal Work Task Force has been a powerful agent for raising awareness and elevating the public conversation around the gender pay gap in the state since it was founded in 2013. The Task Force held three conferences educating and engaging diverse stakeholders in working together to solve the issue. In addition, the group advocated for policy changes to advance equity, supported wage negotiation workshops for women, engaged workplaces in working toward equity and offered statewide outreach and training to continue to educate more of the public on how we all benefit from the advancement of women in Montana and how we can work toward equity together."*

**Jen Euell, Women's Foundation of Montana Director and Task Force member**

*“Working in partnership with the Equal Pay for Equal Work Taskforce over the past year has helped to raise awareness and action to support more women in the workforce who face child care challenges. Here at Zero to Five Montana, we are committed to addressing the systemic challenges families face every day, and child care access and affordability is one of our key priorities.*

*The perspective and goals of the Equal Pay for Early Work Taskforce are critical in bringing voice to an economic challenge many women in Montana face. Access to affordable, high-quality child care is an equity issue, and the work of the Equal Pay for Early Work Taskforce is imperative to ensuring this public good is available to more women.”*

*“Here at Zero to Five Montana, we align with the Equal Pay for Equal Work Taskforce in wanting to see equitable opportunities for women, so children and families of all shapes and sizes can thrive. We know when we invest in mothers in the workforce, families as a whole see increased wages over time. Many employers across Montana are already making this investment through on-site child care, work hour flexibility and teleworking options, which all help to contribute to higher retention and recruitment.*

*We are fortunate to have the Equal Pay for Equal Work Taskforce in Montana, and we hope to see this work continue in the years to come. We have made progress through the work of the Taskforce, and we still have work to do.”*

**Caitlin Jensen, Executive Director, Zero to Five Montana**

## ZERO TO FIVE MONTANA

Zero to Five helps caring Montanans make a lasting difference through local and statewide work, giving children a great start in life and a promising future. We establish and coordinate local collaboratives throughout western Montana to help people make positive changes for children where those changes are most needed in each community. We build statewide partnerships to improve the systems that serve children and families all across Montana.

Find out more at: [zerotofive.org/about](https://zerotofive.org/about)



## RESOURCE GUIDE

### STEM (SCIENCE, TECHNOLOGY, ENGINEERING, MATHEMATICS)

Montana Girls STEM Collaborative

“The goals of NGCP are to maximize access to shared resources within projects, and with public and private sector organizations and institutions interested in expanding girls’ participation in STEM.”

[www.ngcproject.org/collaborative/montana-girls-stem-collaborative](http://www.ngcproject.org/collaborative/montana-girls-stem-collaborative)

Montana STEM Mentors

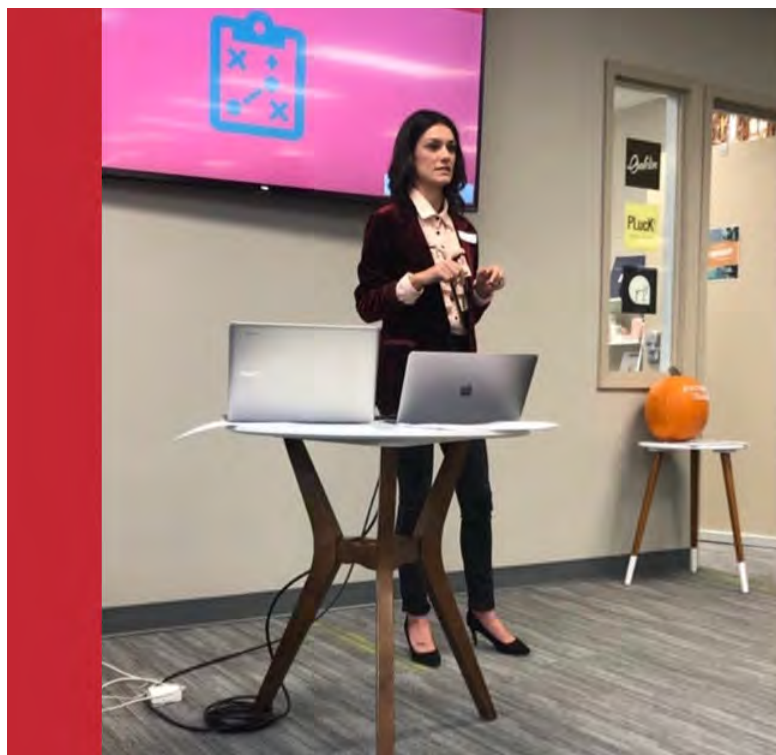
“Pledges Montana women as mentors and pair them with students.”

<https://bit.ly/353WRb4>

### WAGE NEGOTIATION

Equal Pay for Equal Work Task Force Wage Negotiation Webinar

[equalpay.mt.gov/WageNegotiation/TrainingResources](http://equalpay.mt.gov/WageNegotiation/TrainingResources)



# Thank you United State of Women

Wage negotiation skills are a  
BIG deal, find out what you  
need to know to earn what  
you deserve at  
[EQUALPAY.MT.GOV](http://EQUALPAY.MT.GOV).

## American Association of University Women

“The American Association of University Women (AAUW) is the nation’s leading voice promoting equity and education for women and girls. Since our founding in 1881, AAUW members have examined and taken positions on the fundamental issues of the day — educational, social, economic, and political.”

[aauw.org](http://aauw.org)

### StartSmart:

“Start Smart is specifically designed to teach you how to negotiate salaries for a new job. In every two-hour workshop you’ll gain confidence in your negotiation style through facilitated discussion and role-play and learn: How to identify and articulate your personal value; How to develop an arsenal of persuasive responses and other strategies to use when negotiating; How to conduct objective market research to benchmark a target salary and benefits; About the pay gap, including its long-term consequence.”

[salary.aauw.org/start-smart](http://salary.aauw.org/start-smart)

### WorkSmart:

“AAUW Work Smart is designed to help you negotiate for a new job, raise, or promotion. In every two-hour workshop you’ll gain confidence in your negotiation style through facilitated discussion and role-play and learn how to identify and articulate your personal value; how to develop an arsenal of persuasive responses and other negotiation strategies, including how to get a raise or promotion; how to conduct objective market research to benchmark a target salary and benefits; and about the wage gap, including its long-term consequences.”

[salary.aauw.org/work-smart](http://salary.aauw.org/work-smart)

### PayScale

“With the Salary Negotiation Guide you can filter by scenario to see only the advice that best fits your situation, collect the data to support your request for a raise, and then learn how to negotiate your salary and benefits in three easy steps: Research, Strategize, Negotiate.”

[payscale.com/salary-negotiation-guide](http://payscale.com/salary-negotiation-guide)



## EMPLOYER BEST PRACTICES

The Equal Pay for Equal Work Task Force

Employer Best Practices Hiring Guide

[EQUALPAY.MT.GOV](https://equalpay.mt.gov)

## EMPLOYER CHILD CARE SOLUTIONS

Equal Pay for Equal Work Task Force and Zero to Five Montana

Employer Child Care Solutions Webinar

<https://bit.ly/3l0Najk>

Zero to Five

Family Friendly Business Practices Research Brief

<https://bit.ly/32kdVYy>

## LOCAL GOVERNMENT

City of Bozeman

Commission Resolution No. 4601

<https://bit.ly/3l7BT0z>

# Montana Businesses Take the Equal Pay Pledge

Businesses, nonprofits and organizations across Montana have pledged to do their part to eliminate the gender pay gap in Montana. The following organizations have signed Montana's pledge for equal pay. Take the pledge at [EQUALPAY.MT.GOV](https://EQUALPAY.MT.GOV).

Aileen Kindsfater  
Logotype Promotions LLC

Suzy Rizza  
KettleHouse Brewing Co

Chad Bachmeier  
Off The Wall Advertising - MT

Toby O'Rourke  
KOA, Inc.

John Cummings  
Anderson ZurMuehlen

Ada Cordelia Montague, Ms. Mari Dominguez &  
Stephanie McDowell  
Bridgercare

Kathleen Brown  
Department of Labor

Johnny Test  
Test corp

Geneva Wild  
Trade Risk Guaranty

Desiree Navarro  
AAA MountainWest

Bethany Dicken  
MSW Student, UM

Jennifer Hicks  
State of Montana DOR



Gwyn Smith-Downes  
Private citizen

Liesel Brink  
Big Sky Society of Human Resources

Pamela Haxby-Cote  
BLDC

Paul Cote  
Gamers Cafe

Ryan Swallow  
Noodles & Company

Teresa Kessler  
TK Design Studio

Arlene Flynn  
West Mont

Kris Bakula  
West Mont

Joe Garcia  
Western Interstate Commission for Higher Education

Mona L. Sumner  
Addictions Consulting Group

Tracy McIntyre  
Rural Economic Designs, LLC

Stacey Rossmiller  
MCPS



West Mont  
dignity • ability • choice

Kellie Goodwin McBride  
YWCA Helena

Kriston Lowe  
DPHHS

Riley Tubbs  
Ten Mile Brewery

Melissa Shannon  
Strategies 360

Wendy Samson  
FutureSync

Tatum Johnson  
Intrigue Ink

Kacie Quesenberry  
Kacie Q Photography

Doug Wales  
Bridger Bowl Ski Area

Audra Oldynski  
SCL Health

David OConnor  
Buck's T-4 Lodge

Tyler Vermillion  
REIM

Allyn Jorgensen  
CTA Architects Engineers

Kevin Sylvester  
Family Promise of GV

Peter Stone  
Top-40 Apartments

Emily Katzenmeyer  
Self Employed



Sally J. Leep  
Girl Scouts of Montana and Wyoming

Brian Guyer  
HRDC IX

Gennifre Hartman  
Great Beginning Montessori School

Mary Rutherford  
Montana Community Foundation, Inc.

Ashley Richards  
Florence Coffee Co

Jim Larson  
Teamsters Union Local #190

Jacque McAdam, MPT  
Copper City Physical Therapy

Erik Wood  
Pioneer Medical Center

Ann Kjosa  
St. Peter's Hospital

Bryce Bennett  
MontPIRG

Brandon Bart  
MontPIRG

Liz Moore  
Montana Nonprofit Association

Vicky Byrd RN  
Montana Nurses Association

Mark Hlebichuk  
The Montana Distillery

Molly Bradford  
GatherBoard





Gary Hamlin  
Montana Youth Symphony Orchestra

Krys Holmes  
Myrna Loy Center

Heidi Kaufman  
Department of Labor

Sara Medley  
Mountain-Pacific Quality Health

Joseph Purcell  
Heritage Acres Nursing Home

Cathy Kirkpatrick  
Dawson Co Economic Development Council

Celinda Lake  
Lake Research Partners

Paddy Fleming  
Montana Manufacturing Extension Center

Shannon Hughes  
Spur Studio



Mark T KENNEDY  
Montana Council on Problem Gambling

Heather Burcham  
Banik Communications

Rachele Clark  
ROI at Work

Jessi Konley  
Paper Airplane Designs

Sharon Walker  
Flamingo Grill

Sharon Walker  
Canyon Ferry Lake KOA

Emily  
Food for Thought Catering

Cora DeSantis  
Montana Parent Magazine

Tracy McIntyre  
Rural Economic Designs LLC

Lorri Leonard  
JuJu Skirts MT

Diane Larson  
ButteNews.net

Ida Mutchie  
Meadowlark Art & Jewelry

Tessa Burnett  
Hattie Rex Jewelry Co



Lucy Aspinwall  
Aspinwall Mountain Wear

Breanna Polacik  
The Dotted i Consulting

Cathy Tutty  
Tutty Law Group, Tutty Enterprises

Stacey Campbell  
CTA, Inc.

Scott L Wilson  
CTA Inc.

Karen Magone  
CTA

Sky Cook  
CTA Architects Engineers

paula frisby  
cta architects engineers

Colleen Casey  
The Hawthorn Bottle Shop &  
tasting Room



Zoe Smith  
CTA, Inc

Rachel Anderson  
Markouture



Darnell Meredith  
State of Montana  
Ashley Moon  
DLI

Haley Van Heel  
Ignite by Design

Maisie Sulser  
RESTÔR design + build



Ann Schrader  
Changing Directions, Inc.

Amanda Hardy  
Wildlife Conservation Society

Tami Gunlock  
Department of Administration

Sue Larew  
First Interstate Bank

Elle Arredondo  
State of Montana

Christi Jacobsen  
Department of Justice

Derinda Gurley  
Montana Dept. of Justice

Becky Bird  
Billings City Council



Amy Ference  
WealthVest Marketing

Tracy Powers  
Powers Financial Group

Stacy Klippenstein  
Miles Community College

Molly Bradford  
HB enterprises, inc

Amanda Hardy  
independent wildlife biologist

Kate Jo  
Citizen Lucida, LLC.

Jennifer Shryock  
Rainmaker Resumes

Sharie McDonald  
The MT Distillery, LLC

Patricia O'Brien  
University of Montana

Michele Letendre  
Bozeman Job Service



Elena  
MDA

Deb Larson  
Interior Environments, Inc.



Melissa Herron  
Townshend's Bozeman Teahouse



Jennifer Vanek  
Hydrometrics

Kyla Gardiner  
Department of Revenue

Brian Ehli  
MEA-MFT

Eric Feaver  
MEA-MFT

Elizabeth Lee  
State of Montana - Administration

Janis L Strout  
Montana Chapter of NOW

Kelly Heaton  
Domestic and Sexual Violence Services

Abbie Chermack  
Family Promise of Greater Helena

Paxton McCausland  
VISTA

Shelli Fisk  
Northern Montana Health Care



Andrew Beltz  
Forestation, Inc



Colin Gerstner  
Gerstner Law PLLC

Genia Castro Waller  
Graphic Finesse

Kristina Johnson  
Guaranteed Auto Repair, LLC

Melissa Clark  
Hanser's Wrecker, Automotive, and Salvage  
Company

Barbara Crump  
Northern Montana Healthcare

Dessa Dale  
Ecosystem Research Group LLC



Melanie Tripp  
Comtech Inc



Chalsey Nelsen  
CORE Dental Care

Jennifer Reiser  
Billings Chamber of Commerce



Brian Skuletich  
Stafford

**EQUALPAY.MT.GOV**